Introduction

This section summarizes the recommended strategic directions for the deployment of new administrative systems for the State of Montana:

- Recommended Alternative
- Application Directions
- Information Management Directions
- Technology Directions
- Governance Directions
- Organization Directions

These directions provide a high-level blueprint for the future information management environment for administrative systems.

Recommendation

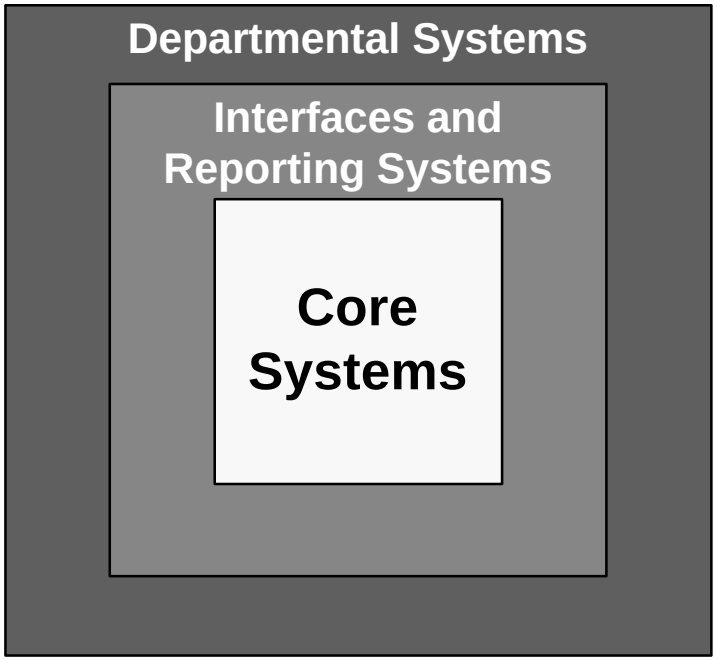
Our recommendation is for alternative #7:
Centralized Package Implementation

- Value for money
  - not the most expensive alternative
  - not a short term solution
  - represents a reasonable compromise between implementation cost and functionality
- Lower overall risk
  - proven applications
  - vendor support
  - known technical environment
- Flexibility
  - technical architecture
  - database management system
  - functional configuration
- High technical viability
- Good functionality
- Ability to purchase additional modules
- Highly integrated solution
- Ability to use existing network and PC infrastructure
- Consistent with business directions and needs
- Consistent with information management directions

Application Directions

The application architecture describes the future application systems required to support the State's administrative business directions. It consists of three layers:

- Core Systems
  - integral to MT Prime, under central management, changeable through an effective change management process
- Interface and reporting systems
  - link core systems to departmental systems; custom built to MT Prime specifications, modifiable by departments and central agencies
- Departmental Systems
  - modifiable by departments through departmental change management process

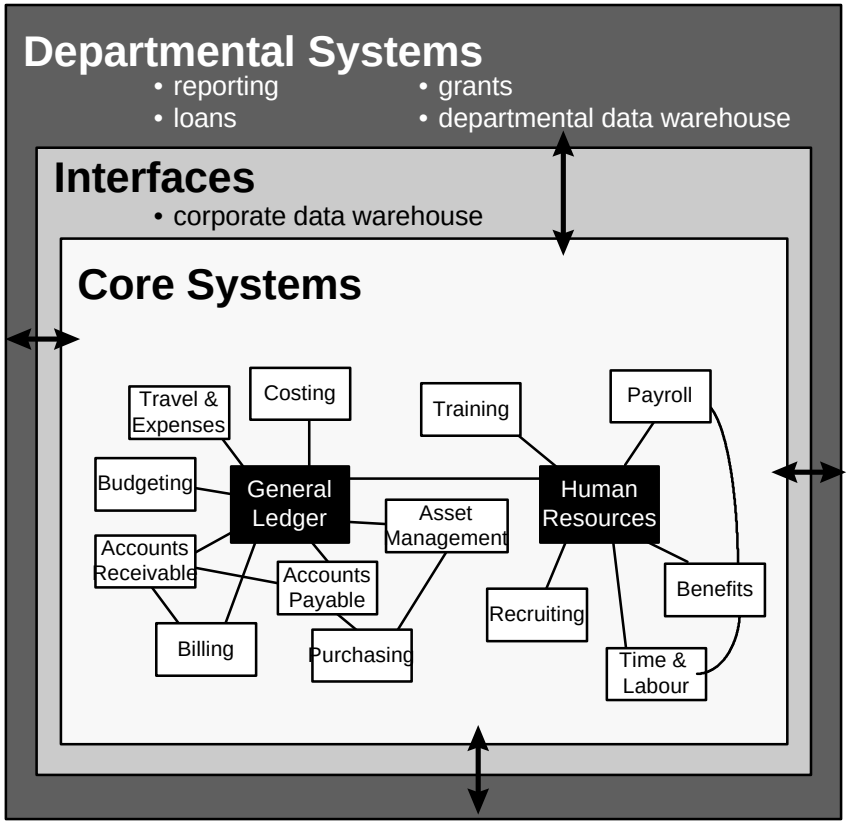


The scope of MT PRIME encompasses the core systems. Reporting systems that surround the core systems may be optionally implemented by the State.

Application Directions

The core systems encompass Financial, Human Resources and Asset Management modules.

- Features of the Applications:
  - integrated, modular
  - interfaces at any level, in or out
  - relational, table-driven
  - public and private sector functionality
  - extensive reporting abilities
  - multiple business unit, supports consolidation
  - core owned corporately, offered as a facility to agencies
  - process oriented, with workflow

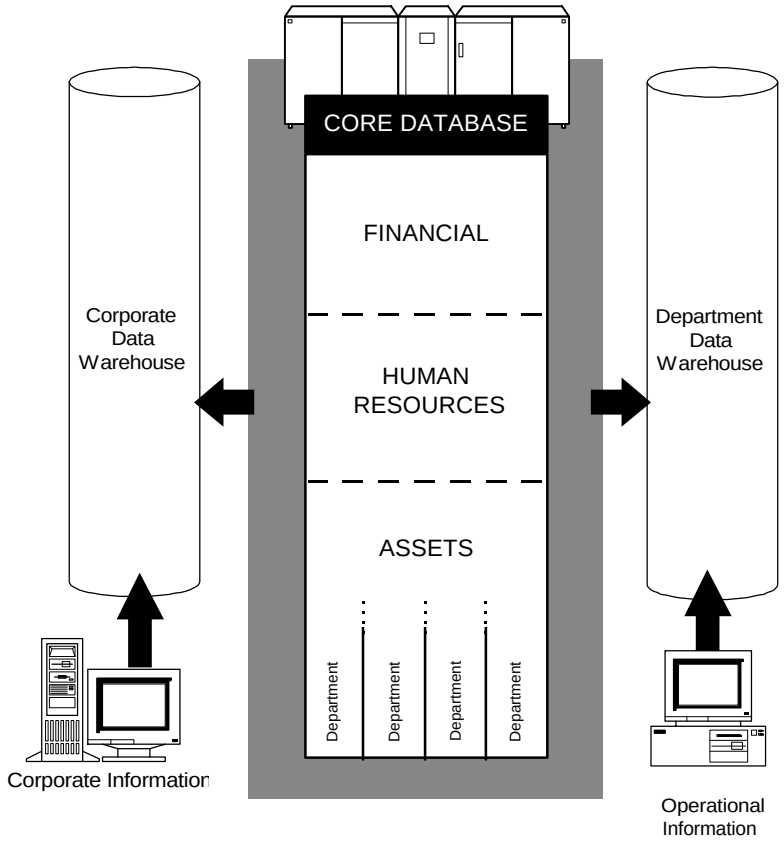


The diagram above illustrates an approximation of the future environment, which is contingent on the software that is actually purchased by MT PRIME.

Information Management (IM) Directions

The future information management environment for administrative information is centralized, and encompasses financial, human resources and asset information.

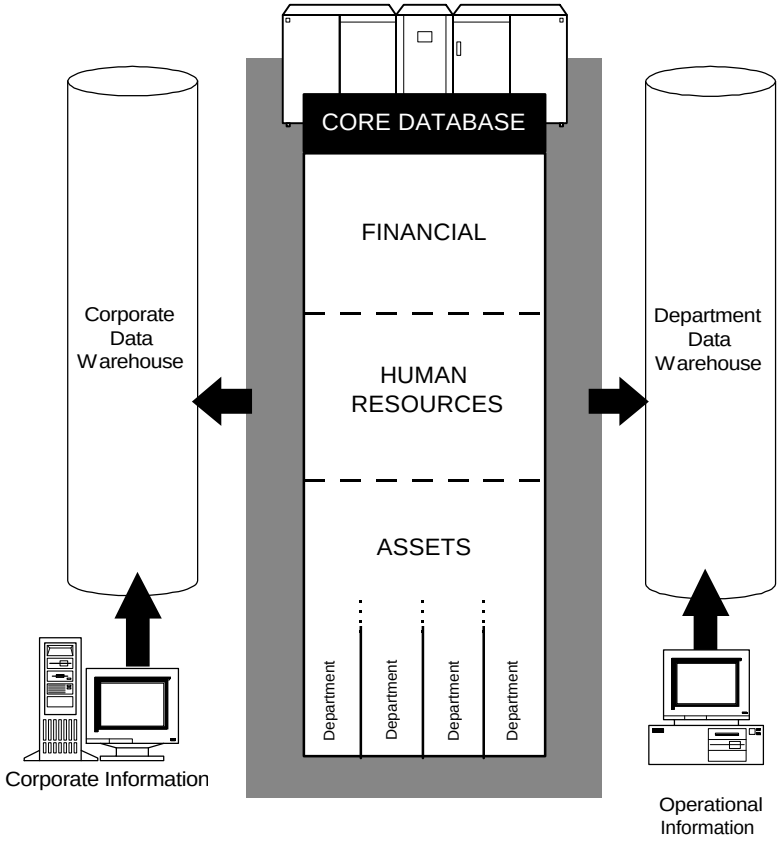
- Features of the I.M. Environment:
  - core database has financial, HR and asset information segmented by department
  - department segments may be replicated as department specific data warehouses for reporting purposes
  - relational, table-oriented
  - integrated
  - centralized, not distributed, database
  - optional corporate data warehouse for reporting purposes
  - no redundant core data
  - departments maintain data that is used only by them, D. of A. provides the systems required



Information Management (IM) Directions

A centralized information management environment for administrative information is preferred over a decentralized environment.

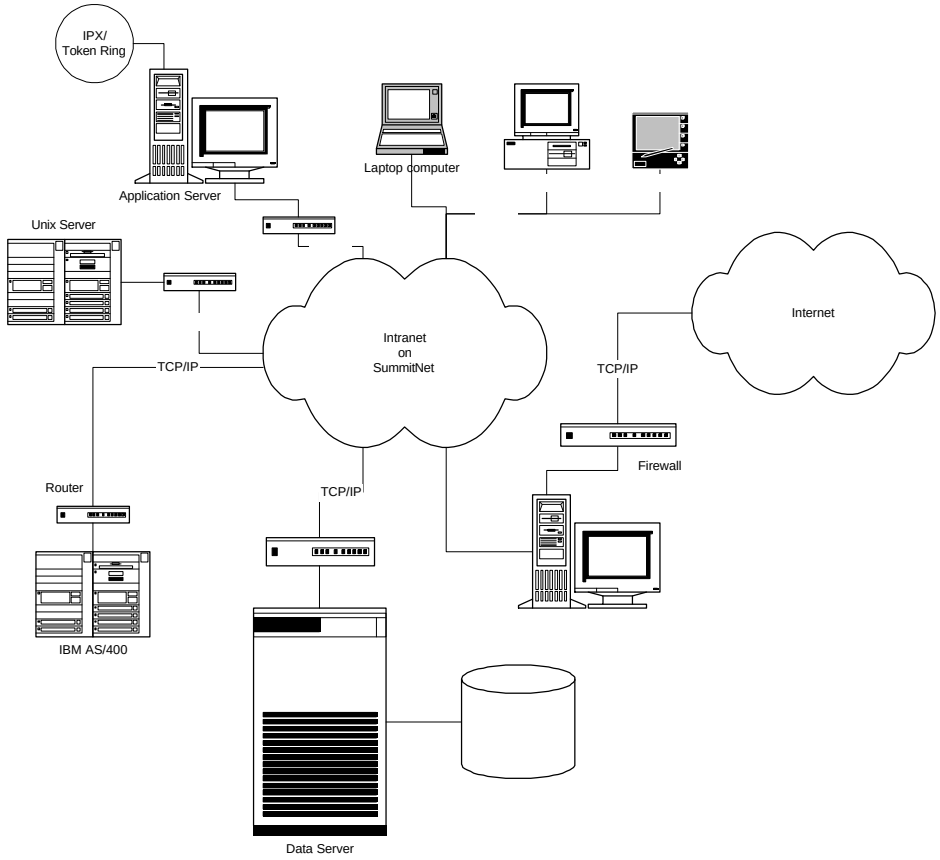
- Advantages:
  - consistent with current approach
  - required for key core functions (warrants, purchasing, consolidated reporting)
  - facilitates audit and control
  - enables single point of data entry
  - least complex model
- Disadvantages:
  - increased network traffic
  - some data need not be centralized (e.g. detailed transactions)
  - requires some client-server skills



Technology Directions

A client-server technology model is preferred as the State's future technology environment for administrative systems.

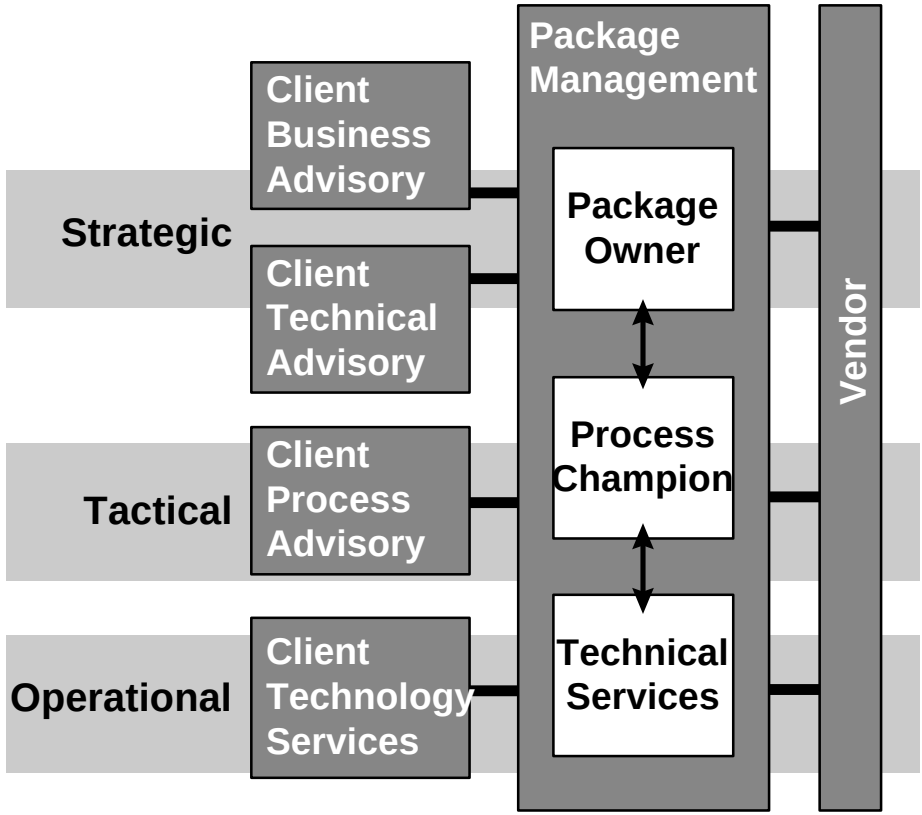
- Advantages
  - consistent with industry directions
  - prevailing direction for packaged software
  - consistent with internal plans
  - network and workstations are ready
  - suitable for expected transaction volumes
  - core applications suite to client server
  - can use mainframe as a server
- Disadvantages
  - significant shift in architectures
  - not consistent with some departmental needs/directions
  - client-server is relatively immature



Governance Directions

Effective management of a purchased system differs significantly from the current model. Applying this technology will require process and package knowledge as well as technical skills

- Features
  - package management team, including:
    - ⇒ single package owner - likely DoA
    - ⇒ multiple process champions
    - ⇒ multiple technical support points
    - ⇒ client representatives
  - client technical and business advisory groups
    - ⇒ client membership
    - ⇒ input to package management
  - client process advisory
    - ⇒ manages harmonized processes in client organizations
    - ⇒ direct input to process business
  - client technology services
    - ⇒ department technical support
    - ⇒ day-to-day technical support



Governance will be based on high levels of cooperation and collaboration.

Organization Directions

ISD may assume additional responsibilities in support of the new environment.

- Package Technical Support
  - testing and development environment
  - training environment for product
  - program change
  - interface development and testing
  - upgrade technical support
  - problem solving
- Database Administration
  - configuration
  - tuning
  - upgrades
  - performance monitoring
  - problem solving
- Planning
  - product technology planning
  - network architecture
  - product application architecture
  - integration planning
- Hotline Help Desk
  - fist level product support
  - trouble ticket routing and monitoring
  - first level security support
  - workstation reset
  - server reset
  - first level network support
  - vendor liaison
- Operations
  - release management and version control
  - server monitoring
  - backup and recovery
  - operator intervention
  - operating and system management

Individual agencies will be responsible for the corresponding business process changes.